



STRATEGIC PLAN

2022 -2026

Reviewed May 2024

Who We Are

Wishlist has been supporting local health services since 1998, including Nambour, Gympie and Maleny Hospitals, Caloundra Minor Injuries and Health Centre and Sunshine Coast University Hospital (SCUH). Through partnerships with the generous communities of the Sunshine Coast and Gympie, Wishlist generates funding for research projects, vital medical equipment, affordable hospital accommodation, innovative services and proactive health initiatives.

Wishlist is registered as a large charity with the Australian Charities and Not-for-profit Commission. It is a Health Promotion charity organisation, endorsed by the ATO as an Item 1 Deductible Gift Recipient tax concession charity and is income tax and FBT exempt.

It adheres to the Code of Ethics and Professional Conduct adopted by the Fundraising Institute of Australia.

Our Vision

Wishlist envisions a Sunshine Coast and Gympie region where every individual has access to exceptional healthcare, innovative treatments and compassionate support.

Mission

Be the bridge between community generosity and healthcare excellence, fostering a brighter, healthier future for all.

Values

Our Wishlist Team puts these values into action every day – Compassion, Integrity, Accountability, Innovation, Professionalism and Teamwork.

Board Principles

A team of highly experienced, skilled and dedicated Board members work on a voluntary basis to provide strategic direction and to ensure good corporate governance practices are adhered to. Its activities are guided by the "Wishlist Board Charter", which is in accordance with the Hospital Foundations Act 2018.

Strategic Risks:

Wishlist's Risk Management Framework identifies and mitigates eleven Strategic Risk categories – People, Financial Management, Relationship Management, Asset Management, Reputation, Workplace Wellbeing, Health and Safety, Compliance, Sustainability, Information Security, Business Continuity and Cyber Security.

Opportunities:

- Progress planning, funding and investment opportunities for Wishlist infrastructure and assets.
- Incubating holistic/complementary support of patients/families/health staff, working to keep people healthy, strong both in and out of hospital.
- Facilitate collaboration between Government, business and community in support of Wishlist's vision and mission.
- Create a revenue mix that supports sustainability and grows the level and nature of support that Wishlist provides.
- Consolidate existing relationships and develop new connections that establish up new pipelines of giving.
- Review all our operations, exploring solutions and new opportunities through the lens of innovation.
- Further build the profile and skill sets of our highly functioning, motivated team of employees and volunteers.
- Look for additional opportunities for engagement with First Nations people of this region.
- Align with key State and Federal Government policy and program initiatives.
- Incubate creative approaches to health and wellbeing.
- Partner with SCHHC on significant projects and programs to better meet community needs.

Implementation and Monitoring:

The Wishlist Strategic Plan defines the scope and broad direction for all other planning activities undertaken by Wishlist. Development of detailed implementation strategies will occur through Wishlist's:

- Annual budget and an Annual Operational Plan with clear assignment of responsibilities, completion date and performance measures.
- Marketing and Communications Plan.
- Performance Planning, Development and Review.
- Relationship Management Matrix.
- Strategic and Business Performance Assessment.
- Risk Management.
- Review of our SCHHS strategic alignment and support impact

Monitoring of performance will occur via systems and processes established to enable Wishlist to report against its obligations as a statutory body.



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Culture

Developing a strong culture that underpins Wishlist's operations

Performance

Focusing on strong governance and quality service delivery

Impact

Improving the health service experience for patients, families and staff

Connection

Building an ever-growing network of supporters of the Wishlist cause.

Future

Maintaining sustainable, strong revenue generation to support service provision & growth

Objectives

1. Exemplary Governance & Leadership.
Highly engaged, valued & supported team of employees and volunteers.
Passionate commitment to Wishlist's purpose.

2. Maximised return on commercial assets.
Best-practice fundraising & events delivery.
High-quality brand representation through contemporary approaches to marketing & communication.

3. Clear demonstration of the difference made to people's lives through the community's generosity.
Distribution of funds that respond to need & are aligned with the SCHHS priorities.
Funded services & projects monitored & evaluated.

4. Grass-roots support & engagement across the region.
Broad based & continually growing network of supporters, donors & advocates.
Genuine, productive relationships across business, community & government sectors.

5. Sustainability of finances, services & operations.
Forward planning at strategic, tactical & operational levels.
Innovation & managed change adopted as part of standard business practice.

Key Strategies

- 1.1 Clearly communicate and live the Values, Vision, Mission.
- 1.2 Adopt successful contemporary organisational practices.
- 1.3 Build the team culture through regular and meaningful engagement including participation in the development of the Operational Plan.
- 1.4 Support the CEO through appropriate direction, advice and monitoring.
- 1.5 Recruit, train and retain suitable employees focusing on key management roles.
- 1.6 Leverage off SCHHS wellbeing, learning & development programs.

- 2.1 Implement and regularly review approved Wishlist operational arrangements.
- 2.2 Ensure growth targets align with staffing levels.
- 2.3 Enhance the Volunteer Program to support the operational workforce requirements.
- 2.4 Provide and promote core services that complement the SCHHS and support the Sunshine Coast population.
- 2.5 Develop specific revenue & expense budgets for each key activity area.

- 3.1 Continue to operate effective Support Services.
- 3.2 Maintain Service Provision.
- 3.3 Develop innovative research programs & impactful staff education scholarships.
- 3.4 Continue to manage innovative and purposeful allocation of Wishlist funds.
- 3.5 Maximise opportunities for innovation, collaboration and patient service through Wishlist Centre Stage Two.
- 3.6 Establish pilot projects that evidence the benefit of contemporary approaches to both preventative and responsive health initiatives.

- 4.1 Build and leverage strategic relationships that support the delivery of the Wishlist Mission.
- 4.2 Maintain the strong brand of Wishlist ensuring grassroots support remains high and corporate support is enhanced.
- 4.3 Determine trends/changes in SCHHS needs and donor sentiment.
- 4.4 Develop a strong Marketing & Communication Plan.
- 4.5 Produce additional marketing products promoting the effectiveness of the organisation.

- 5.1 Develop a rationalised segmented Fundraising Plan to increase overall Revenue.
- 5.2 Maintain revenue from Business Operations and their ongoing leases.
- 5.3 Build and sustain the Volunteer support force through training, development and recognition programs in order to minimise operational costs.
- 5.4 Diversify revenue streams with a focus on sustainable commerciality.
- 5.5 Protect and enhance our natural environment and help achieve a 50 per cent renewable energy target by 2030.

Performance Measures

1. Employee & Volunteer well-being, satisfaction and engagement.
2. Impact of innovative workplace practices.
3. Employee and Volunteer attraction & retention.

1. Delivery of services & support.
2. Forward planning and continual improvement.
3. Business unit, operational and financial performance.
4. Adherence to industry legislation, standards & benchmarks.

1. Annual funding distribution.
2. Evaluation of funded projects, services and research.

1. Corporate partner sentiment.
2. Donor and supporter network growth.
3. Community awareness & connection.

1. Service innovation, sustainability & growth.
2. Alignment of the organisation with service demand.

Contribution to Queensland Government Objectives

Wishlist supports the Government's objectives for the community:

- **Good jobs:** Good, secure jobs in our traditional and emerging industries.
- **Better services:** Deliver even better services right across Queensland.
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow.



Our Strategic Plan specifically aligns with the Government's sub-objective of Backing our Frontline Services.

